

**Exhibit I**

**Transform Letter Dated November 4, 2021**

**(To Be Filed Under Seal)**

**REDACTED**



**DLA Piper LLP (US)**  
444 West Lake Street  
Suite 900  
Chicago, Illinois 60606-0089  
www.dlapiper.com

Richard A. Chesley  
Richard.Chesley@us.dlapiper.com  
T 312.368.3430  
F 312.630.5330

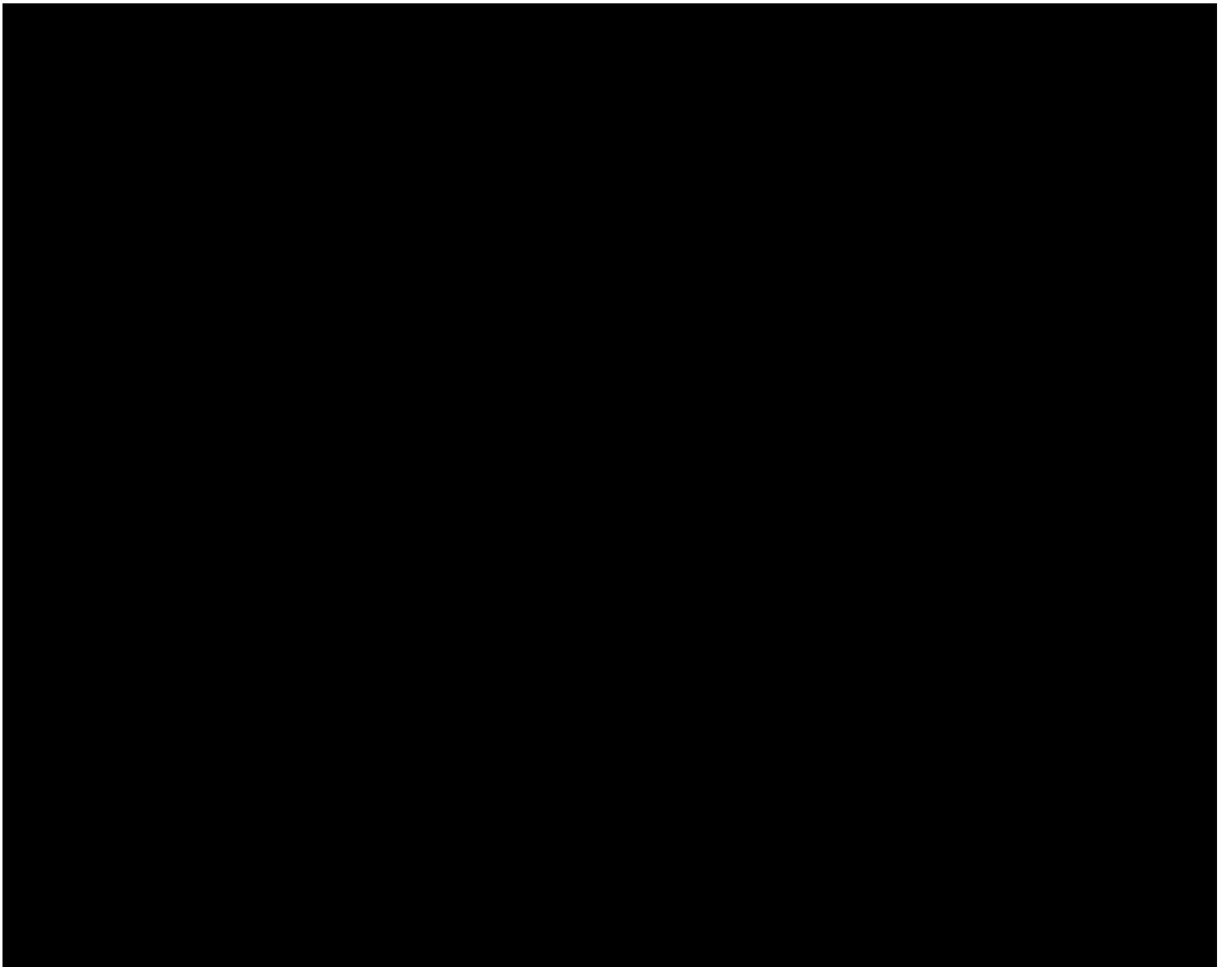
November 4, 2021

***VIA ELECTRONIC MAIL AND CERTIFIED MAIL, RETURN RECEIPT REQUESTED***

Thomas J. Flynn, Esq.  
tflynn@larkinhoffman.com  
Larkin Hoffman Daly & Lindgren, Ltd.  
8300 Norman Center Drive  
Suite 1000  
Minneapolis MN 55437-1060

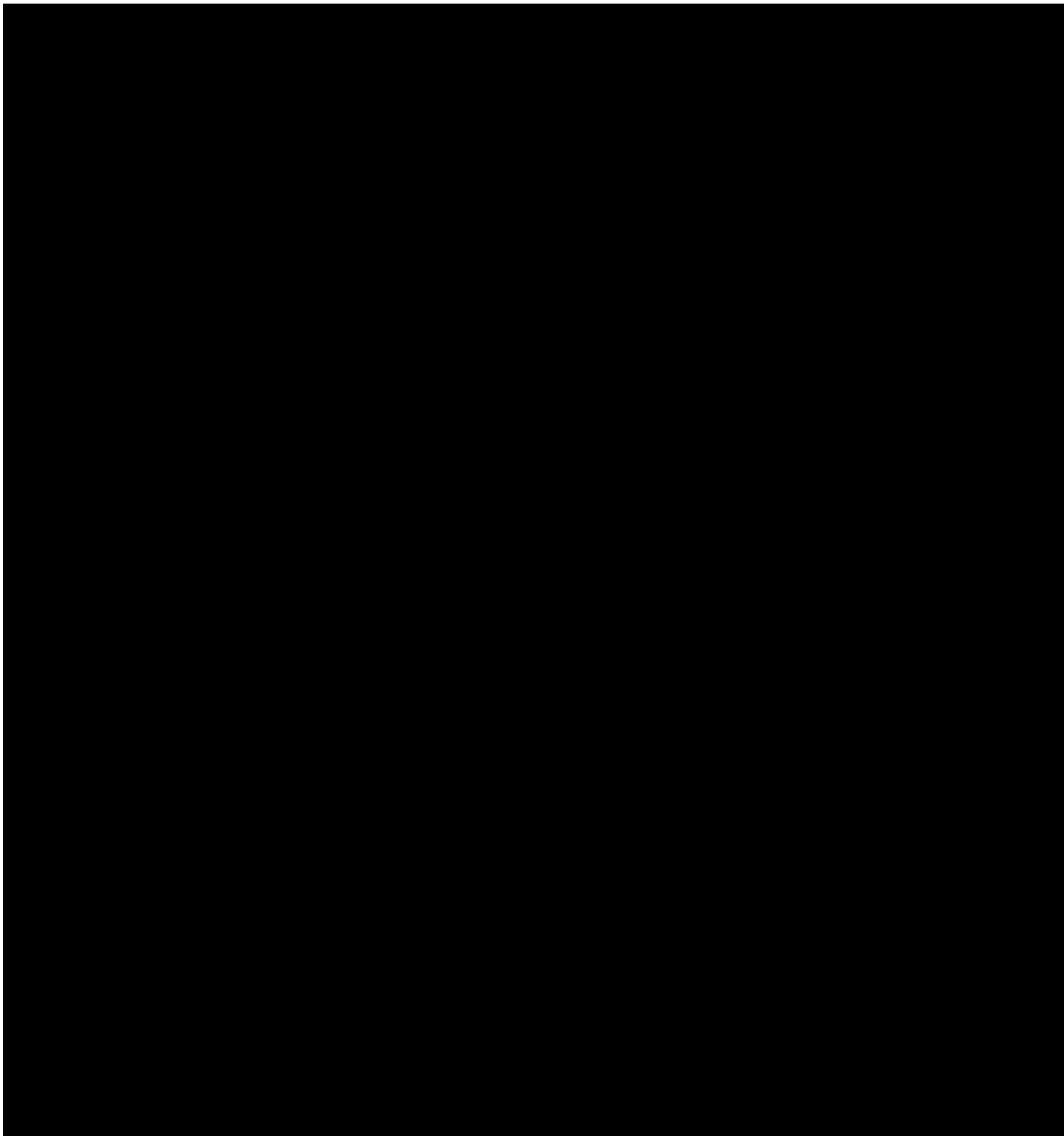
MOAC Mall Holdings LLC  
Mall of America Management Office  
2131 Lindau Lane – Suite 500  
Bloomington MN 55425-2640  
Attn: Rich Hoge, Executive VP –  
Operations

**Re: Mall of America / Transform**





Thomas J. Flynn, Esq.  
November 4, 2021  
Page Two





Thomas J. Flynn, Esq.  
November 4, 2021  
Page Three

